



Joint County Gang Prevention Task Force

Final Report

September 2004

Jack Johnson
County Executive
Prince George's County, Maryland

Douglas M. Duncan
County Executive
Montgomery County, Maryland



FINAL REPORT AND RECOMMENDATIONS



Prepared by the

JOINT COUNTY GANG PREVENTION TASK FORCE **Montgomery County and Prince George's County, Maryland**

Submitted to

County Executive Douglas M. Duncan
Montgomery County

County Executive Jack B. Johnson
Prince George's County

~ ~ ~ ~ ~

Joint County Gang Prevention Task Force Co-Chairs

Carolyn W. Colvin

Director, Montgomery County Health and Human Services

James Dula

Prince George's County Deputy Chief Administrative Officer for Human Service

Melvin High

Prince George's County Chief of Police

Tom Manger

Montgomery County Chief of Police

September 14, 2004

FINAL REPORT AND RECOMMENDATIONS

JOINT COUNTY GANG PREVENTION TASK FORCE
Montgomery County and Prince George's County, Maryland

TABLE OF CONTENTS

I.	NEED FOR ACTION	Page 3
II.	CHANGING DEMOGRAPHICS OF MONTGOMERY AND PRINCE GEORGE'S COUNTIES	Page 5
III.	NATURE OF JOINT GANG ACTIVITY PROBLEM	Page 6
IV.	FORMATION OF THE JOINT COUNTY GANG PREVENTION TASK FORCE	Page 9
V.	JOINT COUNTY TASK FORCE STRUCTURE AND OPERATION	Page 10
VI.	JOINT COUNTY TASK FORCE CHARGE	Page 11
VII.	COUNTY TASK FORCE SUBCOMMITTEES: PREVENTION, INTERVENTION AND SUPPRESSION	Page 12
VIII.	SUBCOMMITTEE CHARGES	Page 17
IX.	RECOMMENDATIONS	Page 20
X.	RESPONDING TO THE CHALLENGE	Page 23
XI.	APPENDICES	



FINAL REPORT AND RECOMMENDATIONS



JOINT COUNTY GANG PREVENTION TASK FORCE Montgomery County and Prince George's County, Maryland

September 14, 2004

I. NEED FOR ACTION

Gang: A group of three or more persons who have common identifying signs, symbols or name, and whose members engaged in or have engaged in a pattern of definable violent criminal activities, creating an atmosphere of fear and intimidation within the community.

- San Francisco Gang-Free Communities Initiative
2002 Assessment Report

Gangs have now spread throughout all sectors of our society. Once viewed mainly as an inner city problem, gangs can now be found everywhere, including suburban communities. Moreover, experts say the U.S. gang problem has worsened dramatically in recent years. The National Alliance of Gang Investigators Associations 2002 Threat Assessment reported: "The gang problem is much more pervasive and menacing than at any [other] time in history."

In 2001, 27 percent of police agencies polled by the National Youth Gang Center (NYGC) reported increased gang activity in their jurisdictions. The next year, that figure jumped to more than 40 percent. The most recent NYGC survey in 2003 confirmed that all large cities with populations over 250,000 report having gang activity, as did 87 percent of suburban counties. Twelve percent of rural counties report gang activity as well.

The NYGC survey found that at least 21,500 gangs-with more than 731,000 members-are active nationwide, with the following ethnic breakdown: 49 percent of gang members are Hispanic, 34 percent are African American, 10 percent are white, and 6 percent are Asian.

In recent months, law enforcement officials have reported a steadily increasing presence of violent, well-structured gangs throughout the greater Washington area. Approximately 3,600 gang members have been identified in the National Capital region. Many of the recruits are juveniles, some as young as 10 years old.

No individual race or ethnic group is immune to recruitment by gang members, involvement in gang activity or the destructive effects that result from violent or criminal acts caused by gang members. Nevertheless, reports in the counties and in the region indicate a high incidence of Latino/Hispanic participation in area gangs.

According to a Prince George's County police official, the larger Latino/Hispanic gangs are extremely organized, they hold meetings, collect dues, maintain ledgers, grant themselves ranks (such as "teniente"/Lieutenant), and viciously punish anyone who veers from their rules.

Gangs are known to engage in a variety of crimes including theft, vandalism, drug trafficking, robbery, assault, and murder. Law enforcement officials have also noted that while the severity of gang violence varies widely among jurisdictions, their criminal activity often crosses jurisdictional lines.

According to the Washington Post (September 18, 2003):

- Area police say that Mara Salvatrucha (MS-13) has increased its presence in eastern Montgomery and Prince George's counties, particularly along the Takoma Park/Langley Park crossroads. Law enforcement officials have linked several shootings in that area to gang members and MS-13 graffiti tags can be found throughout Langley Park and Long Branch. In January 2004, a Hyattsville man with ties to MS-13 was charged in Prince George's County for a November 22nd homicide in Silver Spring.
- Although MS-13 is described as the most violent and most organized of local gangs, the violence is not limited to this group. Another Latino gang, 18th Street, is known as MS-13's rival. Police say that MS-13 members are recruiting younger and younger children and have been seen scouting elementary schools in Fairfax.
- There are smaller gangs in the region with similar histories. Gangs that rely on Asian heritage or cultural ties have been established in Northern Virginia for years. Police say Asian gangs have been linked to home invasions, car theft and other crimes.
- In the District of Columbia, neighborhood "crews" are among the most deadly gangs in the area. In the past three years, members of just three groups -- dubbed the 1-5 Mob, the K Street Crew and Murder Inc, -- have been convicted

of 57 murders and dozens of violent assaults, capping investigations that stretched across a decade.

The Metropolitan Washington Council of Governments (COG) - which will convene a daylong conference in late September to develop a plan to reduce or eliminate criminal gang activity throughout the region - describes Mara Salvatrucha (MS-13) as not only the most dangerous gang in the region, but also the largest and fastest growing. Law enforcement officials throughout this region report an increased number of gang-related activities-including auto theft, property crimes, assaults, drug trafficking, and homicide.

Local gangs are augmenting their recruitment efforts to increase their membership, turf, and clout, COG reports. Many gangs focus on recent immigrants enrolled in middle and high schools.

II. CHANGING DEMOGRAPHICS OF MONTGOMERY AND PRINCE GEORGE'S COUNTIES

According to July 2002 Census estimates, Prince George's County is the state's second largest in population (833,084 residents in a little more than 490 square miles), eclipsed only by Montgomery County (914,900 residents in 496.5 square miles). It borders Washington, DC along that city's northern, eastern and southern borders and Montgomery County along its western border.

Like the District of Columbia, Prince George's County is a mostly urban, majority African American jurisdiction (62.7 percent). Because of the County's geographic closeness with its neighbors, its populations are heavily interactive, with many families, friendships, social organizations, and jobs routinely existing across borders. It is commonplace, for example, for someone to live in Prince George's County, work in Washington, DC, and have close family members in Montgomery County.

Montgomery County ranks second behind Baltimore City in population density, with 1,843 people per square mile. It is Maryland's most ethnically and culturally diverse jurisdiction, with 12 percent of the population identifying themselves as Hispanic or Latino (vs. 7.1 percent in Prince George's County), 11 percent identifying themselves as Asian and 15 percent identifying themselves as African American. Approximately 27 percent of the population was born outside the United States. Almost three-quarters of the County's growth since 2000 is attributed to international migration, resulting in an estimated 33,868 new international residents (Census 2003 Update Survey).

Mirroring population trends since 1990, the ethnic composition of the public schools has rapidly shifted from nearly all white to a diverse ethnic and racial blend. There is no majority in the County's public school system with 22 percent of the 139,682 students identified as African American; 14 percent Asian American; 19 percent Hispanic and 45 percent white. (MCPS 2003).

Diversity goes beyond these broad Census categories. Students come from 161 foreign countries with 122 different languages spoken at home. Nearly 9 percent of the current public school students are English language learners with the fastest growing portion of those being students who were born in the United States. While these children may be learning English in school, they often live in a home in which English is not used. In 2003, 32 percent of Montgomery County's residents spoke a language other than English at home. And 78,123 (9 percent) of residents spoke English less than "very well." Of these residents, half were speaking Spanish and more than one quarter were speaking Asian and Pacific Island languages.

Although Montgomery County is among the most affluent counties in the United States, there were, however, 47,024 individuals living below the Federal poverty level in 2000 (Census 2000). In Prince George's County, 9.3 percent of the households were below the poverty level, which includes 15 percent of the children.

III. NATURE OF JOINT GANG ACTIVITY PROBLEM

Notwithstanding the many middle class or affluent parts of both counties, the fact remains that many parts of these counties experience crime problems.

Law enforcement research shows that there are approximately 3,600 gang members in Maryland, the District of Columbia, and Virginia, and that there are nine major active gangs and more than 100 additional crews, significant gangs, and cliques region-wide.

The mobility of gangs has increased and reflects the mobility of the Washington Metropolitan region in general. In the early 1990s, gang membership was primarily school and neighborhood-based. Over the years, as police have more formally and more efficiently tracked gang activity and interacted across jurisdictions, they are seeing local gangs associating with like-minded groups in other jurisdictions throughout the Washington, DC metropolitan region.

Certain gangs operate nationally and have enough organizational structure to be able to track members who move from one jurisdiction to another with the expectation that the gang member will continue participating in the "chapter" in the new location, or possibly face harmful consequences. Other gangs will move from jurisdiction to jurisdiction.

One of the things that this Joint County Gang Task Force has accomplished is to give the most accurate picture of the numbers of gangs and gang members operating in the region. According to Montgomery County and Prince George's County Police Departments and both States' Attorney's Office:

- The mobility of gangs and gang members creates an insurmountable obstacle in attempting to compile a hard count of the number of gangs and/or gang members in the region. Many neighborhood crews or gangs form and disband on a

frequent basis. In addition, gangs that are encountered and documented in one jurisdiction may also be encountered and documented in another jurisdiction. Multiple police contacts usually result in duplicate entries.

- Seventy different gangs have been identified at one time or another over the last five years. Over that time period 2,400 names were entered into a police data base. Current estimates indicate that there are 20 to 22 active gangs with approximately 540 to 560 active members and associates. While new gangs may periodically come and go, the 20 to 22 gangs have engaged in and continue to participate in some level of sustained criminal activity in Montgomery County.
- Gang activity has been documented in all of the Montgomery County police districts. The majority of documented gang activity occurs in specific areas of the 3rd, 4th and 6th police districts.
- In Prince George's County, police officials estimate there are 50 "crews" or gangs in the County, with a total of over 400 members.
- Officials in Prince George's County note an alarming rise in Hispanic gangs and report that the criminal activity of these gangs has expanded to sophisticated car theft rings and prostitution.
- The majority of gang-related incidents occur in Prince George's County Police District 1, in a 1.4 square mile area in Langley Park.

A. *Montgomery County Gang Activity*

Montgomery County Police Department, which began tracking certain gang activity in 1992, maintains its data in a "gang intelligence" database. Criteria for classification as a gang member include individuals admitting to gang affiliation, other informant identification, or associating with known gang members. The database does not include all of the gangs or all of the members of each gang -- only those who have come to the attention of law enforcement.

Current estimates indicate that there are 20 to 22 active gangs with approximately 540 to 560 active members and associates. While new gangs may periodically come and go, these gangs have engaged in and continue to participate in some level of sustained criminal activity. Gangs are present in each police district in Montgomery County, with the map in Appendix A showing the location of the activity associated with the 20 most active gangs. Concentrations of gangs are present in areas near Langley Park and Takoma Park, Wheaton, Rockville, and Gaithersburg.

Regarding gang activity in the Montgomery County Public Schools, during the 2003-2004 school year, there were 1,572 reported incidents excluding medical and accident related incidents. There were 963 incidents (61 percent) in public schools that had

some level of police involvement. Of those 963 incidents, 745 (77 percent) did not involve an arrest, while 218 (13 percent) did involve some type of an arrest or charging. Although these reports might refer to obvious gang-related indications, they are not designed specifically to capture gang-related incidents.

The Montgomery County Department of Police and Montgomery County Public Schools implemented an Educational Facilities (EFO) program for the 2003-2004 school year, with the goal to maintain and enhance a safe and secure learning environment for students, staff, and the school community. EFOs, patrol officers, and investigators have been trained in gang recognition and will continue to monitor gang related activity that impacts the youth of Montgomery County.

B. Prince George's County Gang Activity

The seamlessness of Prince George's County's borders, including its proximity to Northern Virginia and their attendant gang problems, is particularly important when tracking gang activity in the County. Increasingly, the Prince George's County Police Department Narcotics Unit has found that gang violence in the County is either starting with disputes in other jurisdictions and spilling over into the County, or originating in the County and traveling to neighboring jurisdictions.

For example, Police Districts 3 and 4 in Prince George's County make up 21 percent of the County's land mass and 35 percent of the population (275,000 people). So while the two districts occupy just one-fifth of the County they account for nearly half of all calls for police service. Three factors contribute to these numbers: population density, low income base, and the shared geographic border with the Southeast corridor of the District of Columbia, an area with high youth problems.

The Unit also found that violence, traditionally among African American gangs or crews, has been increasing among the County's growing Hispanic gang population. There is a noticeable rise in violent crime in the heavily Hispanic areas of the County and suspects are more often than not affiliated with one of several Hispanic gangs in this or surrounding jurisdictions.

Generally speaking, Hispanic and African American gangs are predominant in the County. As evidenced by the names of the different groups -- African American gangs include Hilmar Crew, Goodluck Road Crew, Marlboro Meadows; Hispanic gangs include Latin Devils, El Palo, Vatas Locos -- the most obvious difference noted between the Hispanic and African American gangs is the reason for the affiliation. Hispanics tend to congregate based on national origin. They tend to be culturally and racially based. On the other hand, the affiliation of African American gangs tends to come from where they live and most of their disputes tend to originate from perceived territorial indiscretions.

In the northern part of the county, there is a significant -- and growing -- Hispanic gang

problem. As illustration, Police District 1 reports a large volume of calls for service from the Langley Park neighborhood, which has the highest concentration of Hispanic individuals and the highest concentration of Hispanic gang activity in the County. According to the police, these calls are increasingly gang related, ranging from such minor incidents as tagging and spray painting to citizen robbery to homicide.

The Police Department's Narcotics Unit reports that violence is present throughout all these gangs, and their violence frequently affects innocent victims. So while Hispanic gangs tend to stay in their own geographic communities, their violent actions create a troubled atmosphere of tension and fright among the non-gang member residents.

There is another ominous change in Hispanic gang activity: gang members have added intimidation or "protection" to prostitution, while simultaneously increasing the amount of prostitution in neighborhoods. Further, their entrepreneurial efforts are expanding beyond their neighborhood borders. In the last month, the Criminal Investigation Division, working with federal agents, found young Hispanic women who have been "shipped into" Langley Park for prostitution from New York and New Jersey.

Because the gang problem extends into the schools, Prince George's County operates a School Resource Officers program, placing sworn police officers into clusters of schools. While responsible for an array of tasks, from performing routine foot patrols to teaching about drug awareness, what these individuals do most often, however, is talk directly to at-risk youth, frequently spending time with those involved in or wanting to extricate themselves from gangs.

IV. FORMATION OF THE JOINT COUNTY GANG PREVENTION TASK FORCE

Based on non-refutable statistics and overwhelming anecdotal reports about the rise in gang activity in both Counties and surrounding jurisdictions, the leaders of Montgomery and Prince George's Counties took action. In February 2004, Prince George's County Executive Jack B. Johnson and Montgomery County Executive Douglas M. Duncan established the Joint County Gang Prevention Task Force. The purpose of this bi-county initiative was to facilitate the coordination of efforts related to reducing and eliminating gang activity and gang violence in both counties.

Prior to the appointment of the Joint County Task Force, multiple public and private county agencies and institutions were working independently to respond to reported incidents of gang activity in local communities with only minimal, or no, exchange of information among them.

Both County Executives emphasized their commitment to a proactive approach that will go beyond just law enforcement and that will include intervention and prevention efforts to make our communities safer. They directed the Joint County Task Force to work collaboratively to share strategies, identify best practices for preventing gang activity,

and make recommendations that would maximize the coordinated use of public and private resources to address the problem.

The Joint County Task Force is comprised of 37 members for whom the issue of gangs and gang activity was of special concern. From law enforcement professionals to social service agency representatives and elected officials, these individuals represent a wide array of agencies and organizations in both the public and private sectors across Montgomery and Prince George's Counties. There was a wide representation of faith-based agencies and leaders from various ethnic and racial communities as well. See Appendix B for listing of the Prince George's County and Montgomery County Gang Prevention Task Force members.

V. JOINT COUNTY TASK FORCE STRUCTURE AND OPERATION

The National Juvenile Justice Action Plan, a product of the U.S. Coordinating Council on Juvenile Justice and Delinquency Prevention, concluded: "The involvement of judges, prosecutors, social service providers, law enforcement officers, crime victims, community-based organizations, and others is critical to improving the juvenile justice system and reducing youth violence ... No single individual, organization, or agency can address the causes of juvenile violence in isolation."

Taking a metaphorical page from the *Action Plan*, the two County Executives appointed four leaders from both jurisdictions to serve as Task Force Co-Chairs to oversee this extensive collaborative research and planning effort: Prince George's County Police Chief, Melvin High; Montgomery County Police Chief, Tom Manger; Prince George's County Deputy Chief Administrative Officer for Human Services, James Dula; and Montgomery County Health and Human Services Director, Carolyn Colvin.

Each county convened and managed its own individual Task Force Steering Committee and developed Prevention, Intervention and Suppression Subcommittees. The Joint County Task Force met regularly to monitor the direction and progress of those efforts, review the subcommittees' reports, and develop the framework and final report and recommendations for approval by the full membership of the Joint County Task Force.

A 2004 report from the Washington, DC-based national nonprofit FIGHT CRIME: INVEST IN KIDS examined collaborative model approaches to gang prevention and intervention in Boston, MA, Philadelphia, PA, and Baton Rouge, LA. These communities experienced a rapid reduction in violent crime by gang members after implementing the following three critical steps:

- (1) Early intervention with at-risk youth to prevent delinquency.
- (2) Collaboration among law enforcement, street mentors and community leaders to work intensively with high risk youth and provide alternatives to gang life.

- (3) Provision of programs to empower families to keep their children away from gangs.

Based on this report and other research findings supporting this comprehensive approach, both Task Forces established three subcommittees: Prevention, Intervention, and Suppression. These groups met regularly during the past seven months to review and analyze research and data, solicit community input, and formulate recommendations in each respective area.

The charge for the Prevention Subcommittees was to identify and analyze factors and conditions that lead youth to gang involvement and to recommend, in collaboration with public and private organizations, prevention strategies to respond to issues of gang activity in schools and communities. The charge to the Intervention Subcommittees was to identify key intervention strategies needed to address youth at risk, youth engaged in gang activity, and youth seeking to remove themselves from gang involvement. The charge to the Suppression Subcommittees was to identify key enforcement strategies required to contain, reduce, and eliminate gang activity (criminal behaviors and acts of gang violence) in communities and schools and, in collaboration with public and private organizations, recommend suppression strategies to respond to issues of gang activity in schools and communities.

The Joint County Gang Prevention Task Force and its subcommittees met regularly from March 2004 to September 2004, with all meetings open to the public. In addition to these meetings, both Montgomery and Prince George's Counties held a series of municipal and town hall meetings in various geographic locations to hear directly from community residents about their concerns and issues. One of these forums was a joint meeting held in a central location that was attended by individuals from both counties. To involve the broadest public representation, the Joint Task Force created flyers announcing the Town Hall meetings in English, Spanish, Chinese, and Korean, and foreign language interpreters were present at all public meetings. See Appendix C for schedule of town hall meetings.

VI. JOINT COUNTY TASK FORCE CHARGE

The two County Executives charged the Joint County Task Force with the following tasks to enable them to recommend strategies that focus on prevention, intervention and suppression solutions:

- Assess the nature and scope of gang activity in Montgomery and Prince George's Counties.
- Identify primary geographic areas and populations that require concentrated gang prevention efforts.

- Identify existing community resources available to respond to the problem of gang activity.
- Identify policies, programs and resources needed to implement gang prevention strategies in Montgomery County and Prince George's County.
- Identify opportunities for coordinated intercounty and interdepartmental planning to implement gang prevention strategies.
- Identify key public and private and community partnerships essential for implementation of gang prevention initiatives in schools and communities.
- Conduct municipal/community town hall meetings to obtain input from community residents.
- Recommend cultural and linguistic competency levels needed to implement gang prevention strategies responsive to at-risk youth and their families.
- Prepare and submit an accountability structure for periodic review of recommendations submitted by the Joint County Task Force.

VII. COUNTY TASK FORCE SUBCOMMITTEES: PREVENTION, INTERVENTION, AND SUPPRESSION

A. Subcommittee Work

One of the first activities undertaken by the Joint County Task Force through the work of its subcommittees was to identify and review major research studies, national surveys and community models for addressing gang problems. Several major research models were deemed particularly relevant and figured heavily in the development of a framework for subcommittee discussions and for the development of the final recommendations.

The Steering Committee members examined several comprehensive studies of gang-related issues that informed their decision to appoint subcommittees to develop recommendations in three areas: prevention, intervention, and suppression. While the participants in all the subcommittees relied on their professional experiences and knowledge, and the input from area residents, they found that these documents and others provided sound qualitative data that supported the many recommendations and programs they presented.

Two documents of the many reviewed were particularly informative and helpful. The first was OJJDP's *2002 Comprehensive Gang Model: A Guide to Assessing Your Community's Youth Gang Problem*. Implemented in communities across the country,

this collaborative approach model-designed to prevent and reduce gang violence in local communities-is based on the premise that to prevent gang problems, a community must first address the risk factors contributing to the problems.

Risk factors, conditions in the individual or environment that predict an increased likelihood of developing problem behaviors, exist everywhere-in family circumstances, schools, peer groups, and neighborhoods. By addressing risk factors that lead to gang involvement, a community simultaneously also addresses other issues faced by youth and their families such as substance abuse, mental health problems, teen pregnancy, truancy, and bullying. An added benefit to implementing an action plan is that general prevention efforts that target the entire adolescent population frequently prove beneficial in reducing these other adolescent problem behaviors as well as reducing gang involvement.

The plan calls for a thorough assessment of a community's gang problem, terming it a prerequisite to developing and implementing strategies to address the problem. Until the nature and scope of the gang problem is understood, a community cannot begin to respond effectively. In addition to setting the stage for the creation of goals, objectives and activities, the assessment also provides an unbiased source of information and allows for the customizing of programs and activities. Further, it creates a baseline against which progress can be measured and documented.

Another needed assessment - that of existing organizations that either provide or can provide services to gang-involved youth or youth who may be at risk of gang involvement - is important in understanding how to mobilize the community to respond to the gang problem and what recommendations to make for additional services that may be lacking.

A key point in this model is that efforts to reduce and eliminate gang activity using all three areas-prevention, intervention, and suppression-are interdependent. For example, under the core category of "Community Mobilization," the model suggests establishing a coordination team/advisory group, which would invariably work in all three areas to reduce gang violence.

After reviewing the plan's suggested assessment, and keeping in mind the breadth and charges of the Joint Task Force, the subcommittees subsequently gathered information about local programs and agencies from various public and private resource databases and surveyed those that were deemed critical to the comprehensive approach to gang problems endorsed by OJJDP.

Another important document was a monograph from the U.S. Bureau of Justice Assistance (BJA), *Addressing Community Gang Problems: A Model for Problem Solving*. This study cites the need for a collaborative approach to solving gang-related problems that involves several agencies and groups. The monograph also calls for a coordinating, managing entity composed of representatives from the participating

agencies and community organizations that will oversee the overall direction of the gang program and take responsibility for spearheading efforts in their own organizations to remove barriers to service and to promote policies that will further the goals of the anti-gang strategy. This management group is also responsible for continually monitoring the effort to ensure that the responses to gang related problems are succeeding and to watch for signs that the strategies may need modification.

These two comprehensive, thoroughly researched studies found that the collaborative approach to gang prevention and control --versus the single agency response -- acknowledges that related drug, violence, and other problems require a variety of skills, resources, and information to solve them. The studies also found that such an approach is much more effective at reaching its goals.

Other documents that the Subcommittees reviewed and proved invaluable included:

- *Combating Violence and Delinquency: National Juvenile Justice Action Plan.* This report from the Coordinating Council on Juvenile Justice and Delinquency Prevention provides "a blueprint for community action designed to address and reduce the impact of juvenile violence and delinquency." It is founded on the premise that no single individual, organization, or agency can address the causes of juvenile violence in isolation." The plan suggests eight objectives-all equally weighted in importance-that communities can achieve that not only address public safety concerns but also commit services for children. All these objectives are supported by research that emphasizes the importance of strengthening the juvenile justice system and focusing on the crisis of youth violence.
- *A Statewide Evaluation of the Maryland After School Opportunity Fund Program (MASOFP)*, a 2004 study funded by the State of Maryland and conducted by professors from the University of Maryland, Department of Criminal Justice and Criminology. This study found some evidence that, to the extent programs focus on known risk and protective factors-such as providing adult supervision for high-risk youths, encouraging positive relationships between staff and students, and promoting regular attendance-their potential of having a positive impact on student adjustment increases. Also, those who attended youth development programs that emphasized social problem-solving instruction exhibited the greatest *increase* in skill development from pre- to post-test-and had the most consistently positive outcomes. Youth in these programs experienced more positive gain in skill development, character development, and decision-making skills.

The subcommittees reviewed numerous other federal, state and academic sources. For a summary listing, see Appendix D.

B. Town Hall Forums

While the Subcommittees' due diligence in terms of their research and review cannot be overemphasized, the Co-Chairs also implemented an equally important and valid effort to obtain critically needed information by holding a series of town hall forums. There were six meetings in all, with one of them-at Northwestern High School-a joint forum for Montgomery and Prince George's County residents. Close to 600 people attended these meetings -- interested citizens, community leaders, teachers, parents, mentors, and most critically, youth.

Youth Perspective. High school students, some of whom were current or former gang members, walked up to the microphone and spoke from their hearts. Frequently they cited the negative peer and community influences, lack of protective champions and role models, lack of constructive after-school activities, and a feeling of being abandoned, which was all too often real. Even when the youth lived with their family, the parents at one end of the spectrum worked very long hours at low-paying jobs to keep the household together, or at the other end, had significant alcohol or substance abuse problems. Either way, faced with their own feelings of inadequacy (particularly in Hispanic youth who had not yet achieved fluency in English), the youth's absence of attention and support-from the school system and their parents-was cited as a main contributor to their joining a gang.

Students and adults alike repeatedly expressed their concerns about the gang problems, and how living in an environment where gangs were prevalent was becoming more and more untenable. Former gang members said that gangs were a big problem and that intervention was critically needed to stop this problem from growing. Said one former gang member: "You need something in their place [go-go clubs] for the kids to go to." A high school English teacher said: "We need to give our kids a standard that says 'excellence' instead of excuses ... If you learn to read, you can go places. You can go anywhere." A high school student, speaking passionately, said: "Start programs when children are still little. Offer parenting classes in elementary and high schools. By the time they get to high school, they are just about molded in their values and their ideas." This same student later said: "For any program to work, there has to be trust between the adults and the children."

Adult/Parent Perspective. Many of the parents who spoke noted that they are exhausted both physically and mentally. They work two or more full-time jobs and still barely make ends meet. Many single parents, usually mothers, are overwhelmed with their responsibilities, including parenting, yet lack basic parenting skills and knowledge. With most of their time spent working, they have little contact with their neighbors, which is resulting in fractured and fragmented communities. Frequently, these speakers cited the need for community support and resources. Said the mother of a former gang member: "We need to listen all the time to our kids; they are begging for our attention; they need nurturing and love."

Several people at each meeting commented on how the people who really should be present were not, but they added that those in the room could be part of a community-wide effort to tackle gang and youth violence. At forum after forum, audience speakers issued motivational challenges. Typical was that of a community pastor: "If the religious community is going to be a great partner, then I challenge any pastor to do what needs to be done. The Police Department and the Council can't do it themselves. Everybody needs to pull together to make one resource." Another resident said: "We need programs to get the kids off the streets. We have some programs that work during school, but then the fighting will occur afterward; give the kids something to do". A youth minister said: "If their home environment is not a 'safe haven,' then the kids/youth will turn to wherever they will feel safe. We need to be there to provide this for them."

General Perspective. A general consensus from each forum was that while many community non-profits, civic organizations, individuals, and government agencies currently provide programs and various kinds of help to at-risk youth, these resources are not often known to those who need them. Communication across agencies is often poor, people commented, and communication from agencies to the public was even worse. One common request from residents was for the respective County to establish a resources clearinghouse, so it would be easy for anyone to access information. Such a central repository of information would also prevent wasted effort and duplication of effort. Why, more than one speaker wondered, can't anyone who wants to start a tutoring program be able to get the format for doing that? Why should each person who wants to make a difference have to keep starting from organizational scratch?

The issue of violence in the schools was also raised repeatedly, with students in particular noting that school officials need to be more aware of youth wearing gang colors and paraphernalia. Some of the forum participants wondered whether schools could make uniforms mandatory.

Amidst the expressions of worry and fear and, at times, despair, however, the people who attended these forums also expressed a great deal of optimism, as well as a willingness to overcome youth and gang violence and to improve their communities. "We need to reach out to our neighbors," said one resident. "We might have the opportunity to 'each one, teach one.'" Said another resident: "We have to give the children hope."

C. *Why Do Youth Join Gangs?*

This research on the part of the Subcommittees was critical to informing their eventual recommendations.

It may sound simplistic to state that there are many reasons an individual joins a gang. Some join because their lives are a collection of factors that put them at risk of becoming a gang member. These include a troubled family environment that does not

provide love or support; academic failure, beginning in elementary school, early and persistent disruptive behavior, and poverty. (Conversely, "resiliency" factors-those that support a child's growth and development-include a strong, supportive family; school academic achievement; and economic stability.)

Many at-risk youth and young adults also have additional risk factors for gang involvement that include a desire for recognition, status, safety, security, or a sense of belonging; a high commitment to delinquent peers, coupled with a low attachment to parents and general social isolation; and a community in which the gang lifestyle is considered an extension of the family or socially acceptable.

Compounding the problem in many economically stressed communities is the absence of meaningful alternative sources for help and personal development activities for at risk youth who may be drawn into gangs. Moreover, some anecdotal data suggests that some individuals do not join gangs voluntarily, but instead join as a result of force.

Why, in particular, do Latino/Hispanic youth join gangs? These gangs, based on race and ethnicity, offer the same social environment as non-Latino/Hispanic gangs-something young people feel they can belong to. Many of the parents of gang members work extended hours to make ends meet, keeping them away from their homes, with the result that their children feel abandoned. But these youth also experience a disconnect as they become more Americanized-sometimes because they aren't fluent in English, other times because they still feel a pull to the "old" world of their parents. The rules and regulations connected to Hispanic gangs, therefore, are omnipresent. Gang membership revolves around social behavior, so membership and expectations about behavior are much tougher, and "family" discipline is much more violent.

Police report that in the Langley Park area (a site that includes both counties) it is common to see married couples and their children appear at Hispanic festivals dressed in gang colors. In addition, they report that multi-generational membership in Hispanic gangs is becoming a norm.

VIII. SUBCOMMITTEE CHARGES

What follows are the specific charges to each subcommittee.

A. *Prevention* - The appointed members of the Prevention Subcommittees were charged with:

- Exploring potential programs that will diminish the opportunity for young people to be recruited by gangs.

Prevention services build resiliency and protective factors that enable youth to exhibit healthy, pro-social behaviors and avoid risky behaviors, including gang involvement. The Subcommittee defined prevention services as targeting all youth and their families,

a segment of the population that shares the same general risks; or a specific subgroup of the general population whose risk is greater.

The Subcommittees studied such reports as *Positive Youth Development in the United States: Research Findings on Evaluations of Positive Youth Development Programs*, a 1999 University of Washington/School of Social Work evaluation funded by the U.S. Department of Health and Human Services, and *A Statewide Evaluation of the Maryland After School Opportunity Fund Program*, a 2004 study funded by the State of Maryland.

The University of Washington study found that positive youth development programs are those that seek to attain one or more of the 15 objectives, including elements that promote bonding; social, emotional, cognitive, behavioral, and moral competence and foster resilience and self-determination.

As referenced earlier in this report, the University of Maryland study found, surprisingly, that youth who attended academically-oriented programs exhibited a *decline* in skill development from pre- to post-test, while those who attended youth development programs (that emphasized social problem-solving instruction) exhibited the greatest *increase* in skill development from pre- to post-test-and had the most consistently positive outcomes. The researchers also found, somewhat to their surprise, that academically focused programs were the least effective, and to the extent that programs focused on known risk and protective factors-such as providing adult supervision for high-risk youths, encouraging positive relationships between staff and students, and promoting regular attendance-their potential of having a positive impact on student adjustment increased.

B. *Intervention* - The appointed members of the Intervention Subcommittees were charged with two key tasks:

- Identify key intervention strategies needed to address youth at risk, youth engaged in gang activity, and youth seeking to remove themselves from gang involvement.
- In collaboration with public and private organizations, recommend intervention strategies to respond to issues of gang activity in schools and communities.

The Subcommittee members for both Task Forces examined any programs-local or national-that could be considered as "model programs" for recommendation. They assessed existing resources, then, through additional research and discussion, compiled a list of key program components that are critical to intervening with youth who either already are or are at-risk of becoming gang-involved, and their families. The components include cultural sensitivity and competence, family involvement, case management, mentoring, and after-school activities.

These members examined current and previous programs-local and national-as well as current intervention programs designed to promote peaceful conflict resolution, develop positive attitudes, and enhance life skills. All the research recommended a collaborative, multi-systemic approach-rather than one specific program-to work effectively with gang-involved youth and youth at-risk of gang involvement.

Subcommittee members reviewed OJJDP's *Comprehensive Gang Model*, the Montgomery County Collaboration Council for Children, Youth and Families' *Assessing Gang Activity Report*; a report issued by Fight Crime: Invest in Kids (which covered three successful programs in Boston, MA; Philadelphia, PA; and Baton Rouge); such programs as GREAT (Gangs Resource Education Awareness Training) and DARE (Drugs and Alcohol Resource Education).

C. *Suppression* - The appointed members of the Suppression Subcommittees were charged with two key tasks:

- Identify key enforcement strategies required to contain, reduce, and eliminate gang activity (defined as criminal behaviors and acts of gang violence) in communities and schools.
- Recommend suppression strategies to respond to those issues of gang activity, in collaboration with public and private organizations.

Research findings about gang suppression recommend that local communities reduce gang problems by focusing attention on two types of gang problems: emerging gang activity and chronic gang activity. While these two types of activity may be closely related, communities nonetheless must develop distinct strategies of suppression and intervention to achieve maximum impact on the individuals, families, and neighborhoods that experience these problems.

The Subcommittees therefore used the following definition to develop its recommendations: Suppression is the organized and planned effort aimed at reducing and eliminating criminal activities of youth gangs. The Subcommittees then developed a series of recommendations under the following categories: regional collaboration, K-12 schools, community "Hot Spots," police, courts, probation, and corrections.

Subcommittee members in both counties examined such questions as: "How do we dismantle gang cells?" "How can we really say that we're taking them out of business?" "They are already in existence-what can we do to stop them?"

IX. RECOMMENDATIONS

Guiding Principles

The six Subcommittees that developed the Joint County Task Force recommendations found that any comprehensive collaborative effort should be anchored by certain guiding principles. Consequently, the Joint County Task Force has endorsed the following principles that serve as a foundation for all recommendations.

- By addressing risk factors for gang involvement, a community can also address other issues faced by youth, young adults and their families such as substance abuse, teen pregnancy, truancy and drop-out rates, unemployment, bullying and mental health problems.
- All programs that address prevention, intervention and suppression, whether existing or new to the community, must be culturally sensitive and must reflect the diversity of the community in which they operate.
- All new programs that address prevention, intervention and suppression must be evidence based with measurable outcomes and must have evaluation programs built in to monitor their effectiveness.

Key to enactment of the following recommendations will be the use of a collaborative model, such as that established in Baton Rouge, LA. There, the policy-making steering committee, comprising top leaders from both the public and private sectors-are supported by hands-on regional intervention teams made up of front-line police officers, juvenile justice workers, mental health providers, mentors, and others. Both these groups are assisted by a Youth Violence Prevention Coordinator who brings the multi-systemic approach together on a local neighborhood, county, and regional level.

From a public health and youth development perspective, implementation of a continuum of services is essential. In this case, the continuum model of prevention, intervention, and suppression will ensure that youth and their families obtain the right services and supports at the right time. This continuum addresses the issue at all phases of development, thus increasing the probability that well-being is enhanced and risky or illegal behaviors decrease.

The challenge to this Joint County Task Force, then, was to develop a set of recommendations that addressed the very issues and risk factors that contribute to gang involvement and gang membership. Some of the recommendations in this section address the issues of gang identification and how to share information. By partnering with correctional centers, other public safety agencies, schools, and involved communities and by establishing a research relationship with the University of Maryland's Department of Criminology, the Joint County Task Force will enhance its

information data collection efforts in identifying gangs in certain communities and will be able to target specific youths in areas with high concentrations of gang activity.

Some of the recommendations contained in this report can be implemented in a fairly short period of time, such as forming a Joint County Gang Prevention Steering Committee to monitor the effectiveness of any actions taken. Some can take several months, such as developing a uniform, standardized data collection system.

Regardless of how long they might take to implement, they all reflect the desire on the part of both County Executives to continue the joint working relationship that has developed over the past seven months, and the collective desire of all Joint County Task Force participants to reduce and eliminate gang violence in our counties.

These recommendations reflect the comprehensive approach to gang prevention endorsed by the Joint County Task Force: prevention, intervention, and suppression and are grouped under those headings. Some recommendations below will be implemented jointly; that is, both counties will contribute staff and/or resources. Other recommendations are similar in intent and content but will be implemented by each county according to the demographics and specific needs, requirements and resources of the county.

General Recommendations

- (1) Establish a Joint County Gang Prevention Steering Committee that meets quarterly to continue the collaborative efforts and to monitor the progress of these recommendations. Members recommended to serve on the Committee include county representatives from the Police Departments, the Departments of Health and Human Services, Public Schools, State's Attorney's Offices, youth members and other agencies as appropriate.
- (2) Establish a coordinating entity for each county that is responsible for overseeing and coordinating the efforts of all public and private agencies involved in the areas of youth violence.
- (3) Work with local, state and federal legislators to design and develop joint agendas for the 2005 Congressional and General Assembly sessions that include legislation aimed at gang prevention, intervention and suppression actions as well as the identification of funding opportunities.
- (4) Develop an inventory of gang prevention materials and other program resources.
- (5) Develop a public awareness campaign designed to educate area residents, elected officials, educators, nonprofit and faith-based organizations and businesses about gangs, including risk factors and recruiting. Ensure that such a campaign is culturally sensitive and multilingual and takes into account the need

for visual as well as written materials. Solicit support for this effort from the business community.

- (6) Develop a partnership with the University of Maryland/Department of Criminology and Criminal Justice to assist with research and program development and evaluation efforts.

Prevention Recommendations

- (1) Conduct a school safety assessment in Prince George's County and Montgomery County using the approach developed by the National School Safety Center. This type of assessment can be expanded to address safety issues in other public facilities as needed.
- (2) Implement and sustain after-school programs during the critical hours of 2 - 6 p.m. These programs must demonstrate through evaluation and analysis their effectiveness for the age, gender and ethnicity of program participants. Strengthen partnerships with private nonprofit agencies that provide resources and/or program space. Continued analysis should be undertaken to determine whether program hours are needed to serve youth whose parents may be working multiple jobs or during evening/nighttime hours.
- (3) Develop and implement a series of community meetings that reach out to youth, adults and parents and involve them in open, ongoing discussions about youth violence including gang involvement. Conduct surveys of youth attitudes about gang activities to gain their input regarding program development.

Intervention Recommendations

- (1) Develop a standardized information collection and data-management system to ensure that all public agencies in both counties collect and share the same data. This information is important for the purposes of policy, program and resource allocations.
- (2) Design and implement a joint county program in the greater Takoma/Langley Park area to address the needs of youth and young adults at risk of gang involvement. Draw upon the experience of the Montgomery County Workforce Investment Board, Prince George's County Workforce Services Corporation and the business, nonprofit, civic and faith communities of the target area as appropriate.

- (3) Establish an anonymous tip line in each county for the reporting of suspected gang activity, graffiti or tagging and other occurrences of suspicious activity.
- (4) Actively participate with the Metropolitan Washington Council of Governments to develop a regional strategy to address gang activity while maintaining the Prince George's and Montgomery County initiatives.
- (5) Provide assistance to municipalities, civic associations, unincorporated areas and community-based organizations to help them establish grassroots community programs such as mentoring and coaching that focus on youth at risk.
- (6) Create a range of appropriate safe haven resources where children and youth at risk of gang involvement can seek refuge from a threatening environment.
- (7) Expand and increase awareness of remedial education programs, technical education programs, employment training and entry level employment opportunities focused on areas with a high concentration of at-risk and gang-involved youth. Work with appropriate agencies (e.g., Montgomery County Workforce Investment Board, Prince George's County Workforce Services Corporation and local business associations) to develop additional vocational opportunities.

Suppression Recommendations:

- (1) Request the Boards of Education to review existing dress code policies to ensure that principals and school personnel can prohibit gang paraphernalia, suppress gang members' visibility and increase students' feelings of safety.
- (2) Expand the number of in-school police officers (Educational Facility Officers and School Resource Officers), extending the program into all high schools and middle schools.
- (3) Create, expand and sustain in-school suspension programs and/or develop programs designed to keep suspended students in a facility, if not a school. These programs should provide opportunities for academic assistance and social development.
- (4) Evaluate the effectiveness of the truancy process and enhance if necessary.

X. RESPONDING TO THE CHALLENGE

In the late 1980s and early 1990s, the U.S. Office of Juvenile Justice and Delinquency Prevention funded a program to assess youth gang research and the effectiveness of

the program strategies used by various agencies and organizations in the community. Researchers found that the following common elements best achieved the sustained reduction of gang problems:

- Leaders must acknowledge the presence of gangs in their communities and complement suppression strategies with prevention and intervention strategies.
- The combined leadership of the criminal justice system and community-based organizations must focus on mobilizing political and community resources to address gang problems.
- Leaders must create a mechanism or structure to coordinate community-wide efforts.
- This effort must include a team comprising representatives from law enforcement, prosecutors, judges, probation, corrections, schools, community-based organizations, grassroots agencies, and other groups.

Based on the consensus of the Steering Committee members and the individuals who participated in the community forums, more effective coordination among government agencies, businesses, schools, community organizations, parents and their children is essential for the deterrent and elimination of gangs in the two counties.

Some of the steps the Joint County Task Force recommend are as simple as compiling a catalog of available programs and activities, or as innovative as coordinating a joint county program with businesses, civic associations, and other partners in the Langley/Takoma Park area to address the needs of youth and young adults.

The *National Juvenile Justice Action Plan* states: "In partnership with State and Federal agencies, communities are beginning to mobilize to combat juvenile delinquency through prevention, early intervention, and community-building strategies that address local needs. They are reducing serious and violent juvenile delinquency by using multi-agency, coordinated approaches and innovative programs and services in the juvenile justice system." This Action Plan provides a blueprint for community action designed to address and reduce the impact of juvenile violence and delinquency.

As co-chairs of the Joint County Gang Prevention Task Force, we are enormously impressed with the dedicated work of the Task Force and the subcommittee members. We are equally impressed by the level of concern demonstrated by the community residents we have experienced during the last seven months and by their willingness to be part of the solution. This is why we will continue to work closely with the Metropolitan Washington Council of Governments; regional public safety agencies; and local, state and federal elected officials. It is also why we will work to maintain an ongoing Joint County Gang Prevention Steering Committee to oversee future efforts of this critical joint county collaboration.

We stand ready to move forward under the leadership of the County Executives to meet the challenges faced in each county to improve the safety and well-being of county residents.

Our children deserve nothing less.

XI. APPENDICES

APPENDIX SECTION CONTENTS

- A. Prince George's County and Montgomery County mapping of gang activity.
- B. Joint County Gang Prevention Task Force Members
 - a. County Steering Committee and Subcommittee Members
- C. Town Hall Meetings conducted by the Joint County Gang Prevention Task Force
- D. References of materials reviewed by Joint County Gang Prevention Task Force Steering Committee and Steering Committee members

Appendix A

Page A1

- **Prince George's County Police Department Map of gang activity**

Page A2 – A5

- **Report Excerpt from Assessing Gang Activity in Montgomery County by the Montgomery County Collaboration Council for Children, Youth and Families.**

Prince George's County Police Department

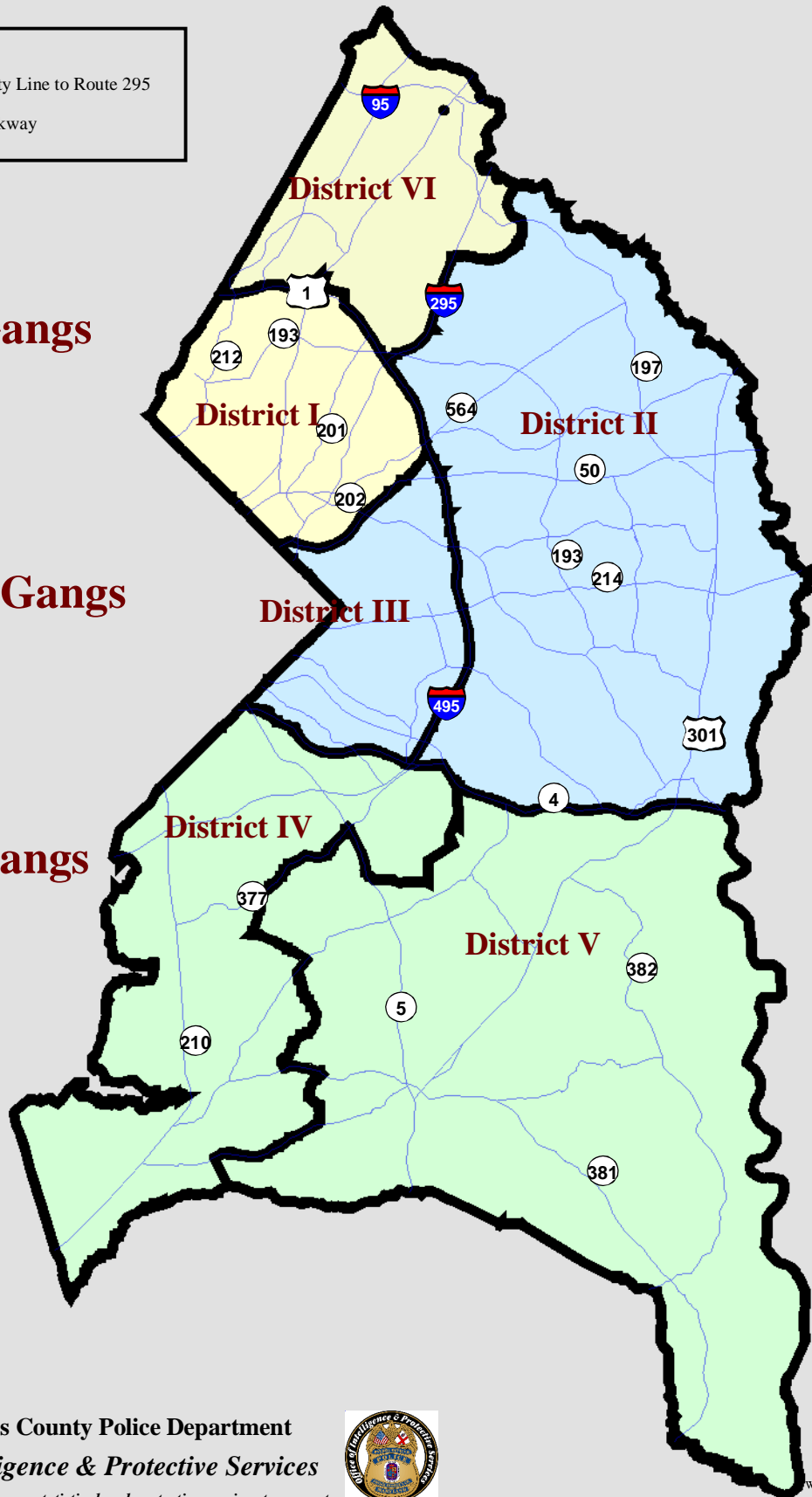
Legend

- Major Roads
- North - North Boundary - County Line to Route 295 to Route 495 to Route 50
- Central - Route 4 to Suitland Parkway
- South - County Line

North = 23 Gangs

Central = 15 Gangs

South = 12 Gangs



Prince George's County Police Department
Office of Intelligence & Protective Services
To provide quality intelligence, statistical and protective services to promote a safe environment and maintain the quality of life in our community



Map Source: Carol Keeney; May 13, 2004



Report Excerpt from:

Assessing Gang Activity in Montgomery County

Prepared by the Montgomery County Collaboration Council for Children, Youth and
Families

Assessing Gang Activity Workgroup

Presented to the

Montgomery County Gang Prevention Task Force

September 2004

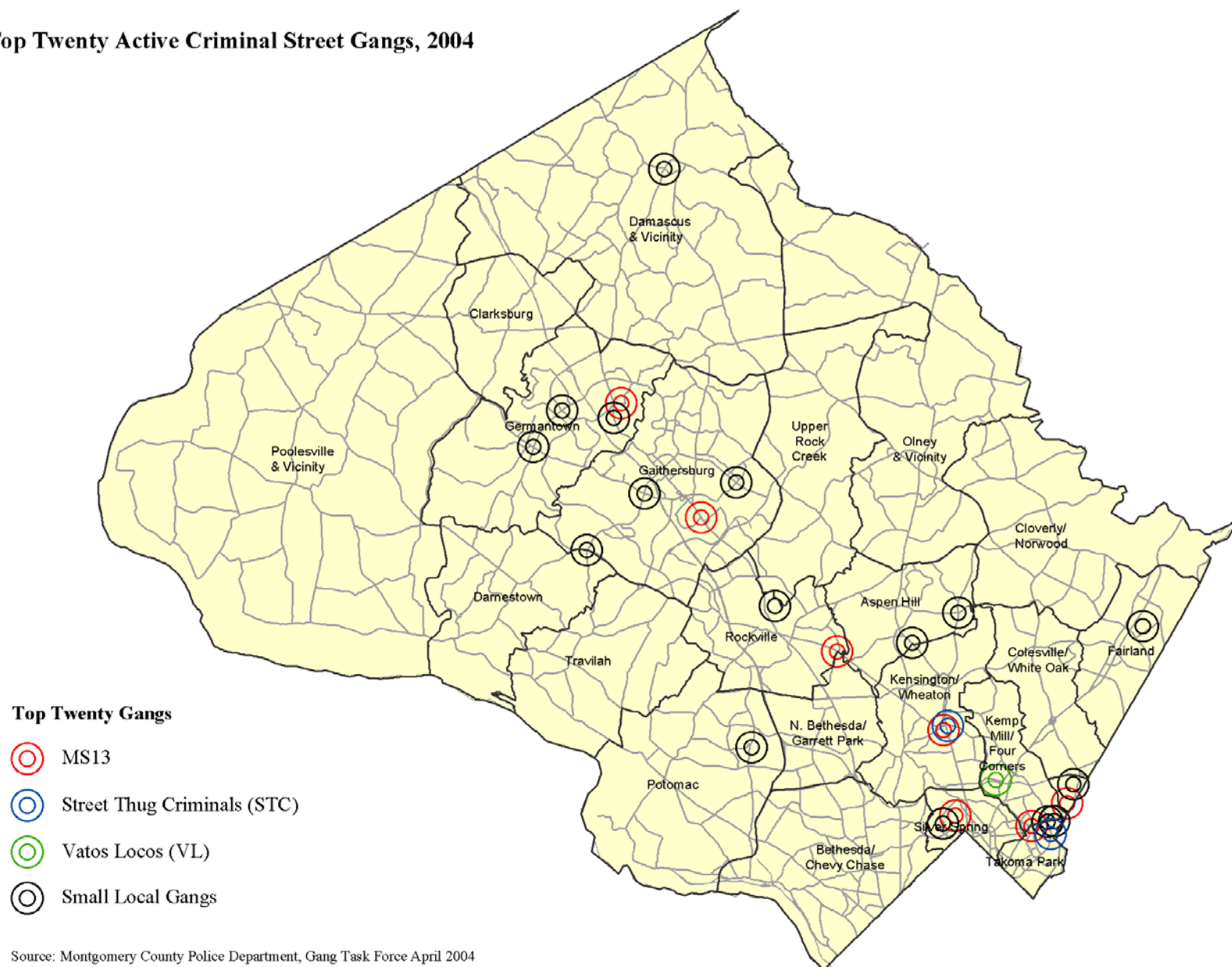
Maps presented were developed by the Collaboration Council. They include:

Map A—Twenty Active Criminal Street Gangs, 2004

Map B—Active Criminal Street Gangs by Police Districts, 2004

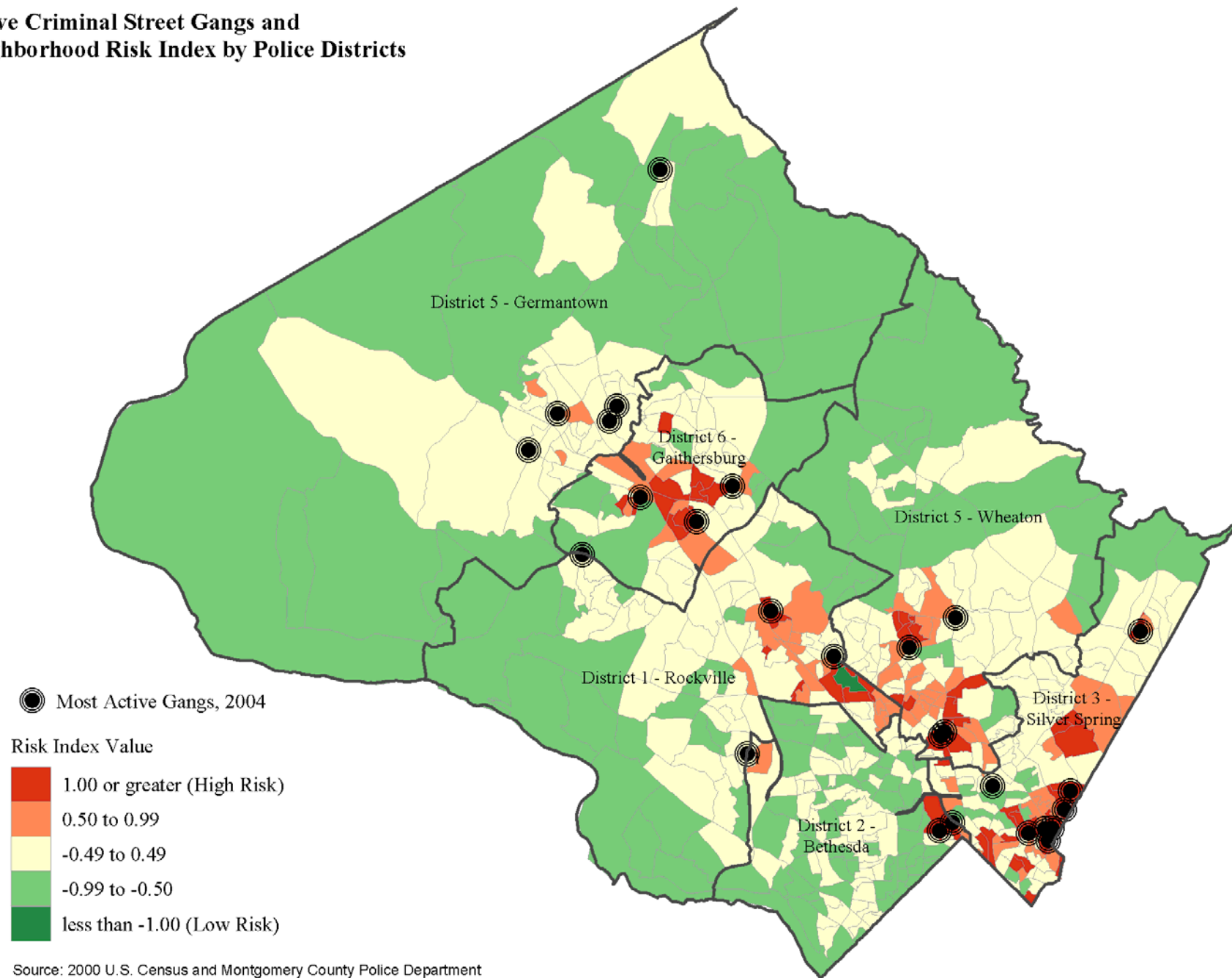
Map C—Active Criminal Street Gangs by Municipalities, 2004

Top Twenty Active Criminal Street Gangs, 2004



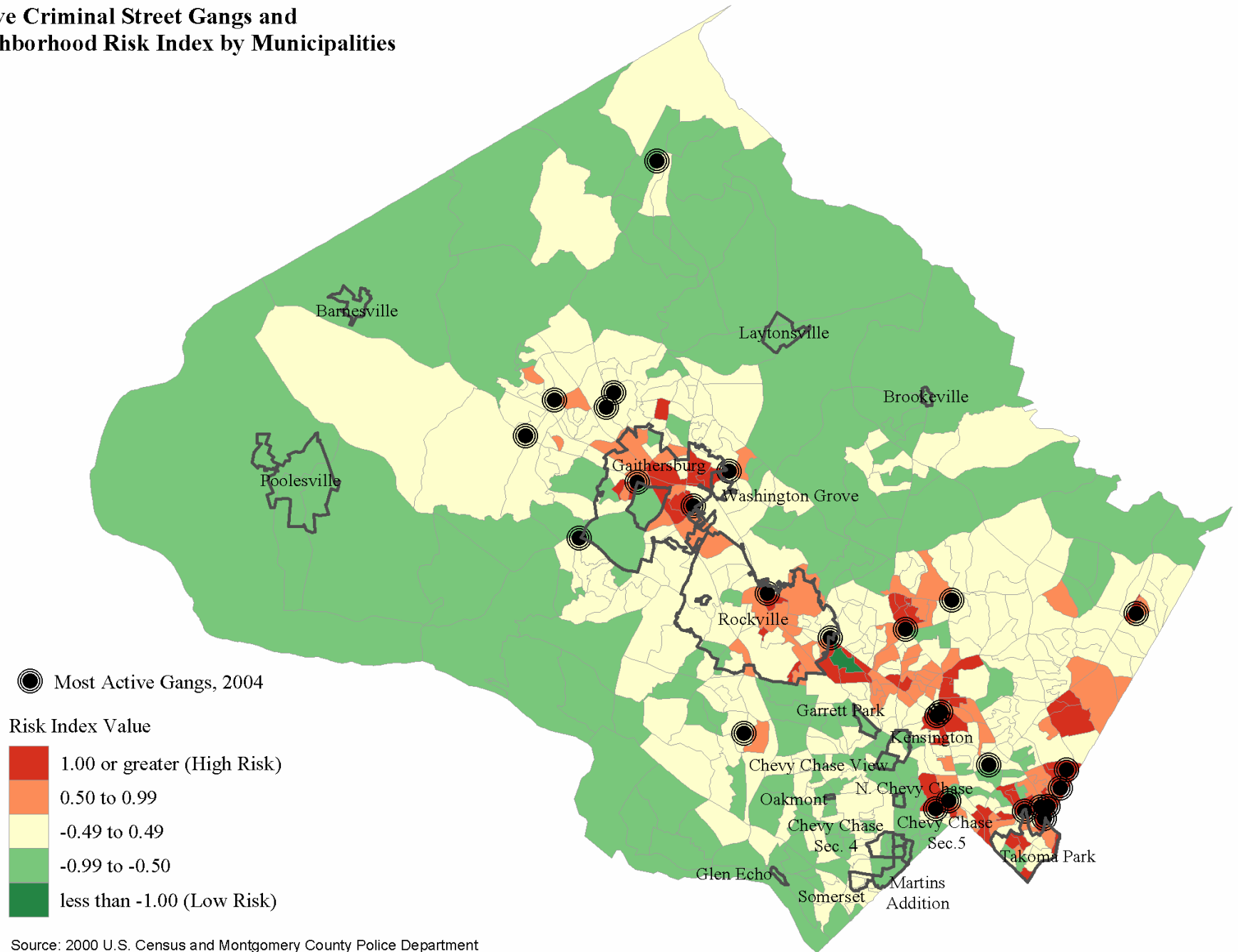
Source: Montgomery County Police Department, Gang Task Force April 2004

Active Criminal Street Gangs and Neighborhood Risk Index by Police Districts



Source: 2000 U.S. Census and Montgomery County Police Department

Active Criminal Street Gangs and Neighborhood Risk Index by Municipalities



Source: 2000 U.S. Census and Montgomery County Police Department

Appendix B

Page B1 to B3

- **Prince George's Gang Prevention Task Force Steering Committee and Subcommittee Members**

Page B4 to B8

- **Montgomery County Gang Prevention Task Force Steering Committee, Subcommittee and County Department Support Group members**

Joint County Gang Prevention Task Force Members

Prince George's County Steering Committee Members

Co-Chairs

Dr. James Dula	Deputy Chief Administrative Officer for Human Services
Melvin High	Chief, Prince George's County Police Department
James H. Afueh	Department of Corrections
Joe Anarumo	Hyattsville Field Office, ATF
John Brill	International Corridor C-SAFE
Esther Bullock	Family Services / Commission for Women
Michael Butler	Prince George's County Police Department
Will Campos	Latino Affairs for Prince George's County
Dr. Elmer Carreno	Prince George's County Health Department
Barbara Frush	Maryland House of Delegates
William Gardiner	Mayor, City of Hyattsville
Lt. Col. Roberto L Hylton	Prince George's County Police Department
Glen Ivey	Prince George's County State's Attorney
Karyn Lynch	Department of Social Services
Mark Magaw	Prince George's County Police Department
Phil O'Donnell	Juvenile Services for State of Maryland
Victor Ramirez	Maryland House of Delegates
Bill Ritter	Prince George's County Board of Education
Bill Ryan	High Point High School
Peter Shapiro	Prince George's County Council Member
Sherry White-Tabert	Prince George's County Office of Community Relations
Beth Wong	Prince George's County Office of Community Relations
Joe Woods	Prince George's County Health Department

PRINCE GEORGE'S COUNTY GANG TASK FORCE SUBCOMMITTEES

I. Prince George's County Prevention Subcommittee Members

Chair

Joe Woods

Minister

Pastor Kerry Hill

Police

Lt. Henry P. Stawinski

Community Members

Wanda Battle-Smith

Deborah Clinton

Joann Fisher

Cornelius Jenkins

Joseline Pena-Melnyk

Dartus Stanton

Michael Summers

John Brill

Alide Cobett

Peter Fitts

Phil Lee

Carol Roe

Gary Stone

Social Services

Karyn Lynch

Health Department

Dr. Frederick Corder

II. Prince George's County Intervention Subcommittee Members

Chair

Dr. Elmer Carreno

Minister

Rev. Lee

Police

Cpl. Anthony Ayers

Det. Kim Ross

Sgt. George Norris

Community Members

Michael Fisher

Bryan D. Miller

William Ritter

Modesto Ulerio

Louis E. Woolard

Thomas Graham

Richard Moody

Marlene Riveras

Yolanda Wood Wilson

Social Services

Gloria Brown

Human Relations Commission

Tuwanda Smith

Family Services

Rick Missouri

III. Prince George's County Suppression Subcommittee Members

Chair

James F. Afueh

Minister

Rev. Kathy Halatshwayo

Rev. Agnew

Police

Sgt. Dwight S. Deloatch

Lt. Dwayne Preston

Lt. Robert J. Nealon

Captain Everett L. Sesker

Community Members

Alonzo F. Joy, Jr.

Valerie Outlaw

Orlie W. Reid, Jr

Marlene Rivera

Gregory Shaffer

Ruby Stemmler

James Marrow

Stephanie Prather

Orlie Reid, Jr.

Carolyn S. Saxon

Marshall J. Spurlock

Donte Washington

Youth Council Advisor

Esther Bullock

Youth Advisory Council

Joint County Gang Prevention Task Force Members

Montgomery County Steering Committee Members

Co-Chairs

Carolyn Colvin	Director, Department of Health and Human Services
Tom Manger	Chief, Montgomery County Police Department
Marielsa Bernard	Montgomery County Circuit Court
Russell Campbell	County Executive African American Advisory Committee
Mayda Colon Tsaknis	Maryland Hispanic Bar Association
Sharon Friedman	Montgomery County Mental Health Association
Doug Gansler	Montgomery County State's Attorney
Sidney Katz	Mayor, City of Gaithersburg
Freida Lacy	Montgomery County Public Schools
Susan Lee	Maryland House of Delegates
Erwin Mack	Takoma/Langley Crossroads Development Authority, Inc.
Henry Quintero	County Executive Latin American Advisory Committee
Odessa Shannon	Director, Office of Human Rights
Pat Shao	County Executive Asian American Advisory Committee
Jim Sobers	NAACP
Michael Subin	Montgomery County Council Member, At Large

Administrative Staff Members

Parker Hamilton	Offices of the County Executive
Debbie Resnick	Office of Community Outreach
Joe Heiney-Gonzalez	Office of Community Outreach
Sophia Teng	Office of Community Outreach
Traci Anderson	Department of Health and Human Services
Gail Nachman	Department of Health and Human Services

MONTGOMERY COUNTY GANG TASK FORCE SUBCOMMITTEES

I. Montgomery County Prevention Subcommittee Members

Chairs:

Dr. Frieda Lacey and Dr. Gregory Thornton

Montgomery County Public Schools

Morris Buster	Department of Recreation
Larry Giammo	Mayor, City of Rockville
Julie Hockman	Kensington Youth Services
Luis Hurtado	Montgomery County Police Department/Community Outreach Section
Candace Kattar	Identity, Inc.
Carmen Ortiz Larsen	Montgomery County Hispanic Chamber of Commerce
Judith Lewis	Montgomery County Public Schools
Erwin Mack	Takoma/Langley Park Authority, Inc
Henry Montes	Latin American Advisory Committee
Henry Quintero	Latin American Advisory Committee
Betty Rivera	Archdiocese of Washington DC
Seger Sanghvi	MCPS Youth Board Member
Doug Schuessler	Montgomery Soccer Institute, Inc
Zrinka Tomic	Department of Health and Human Services
Delmas Wood	Department of Juvenile Services
Michelle Yu	Montgomery County Council of Parent Teacher Associations

Youth Representation through youth service agencies serving on the subcommittees

II. Montgomery County Intervention Subcommittee Members

Chair:

Sharon Friedman Mental Health Association

Charles Atwell Montgomery County Chamber of Commerce

Monica Barberis-Young Community Ministry of Montgomery

Inmer Bonilla YMCA Bethesda Youth Services

Russell Campbell African American Advisory Committee

Luis Cardona Community Representative

Edward Clarke MCPS Security Services

John Cunningham Montgomery County Police Department

Mindi Goodpaster Montgomery County Mental Health Association

Sidney Katz Mayor, City of Gaithersburg

Cindy Kerr MCPS

Kim Dung Nguyen SOS Boat People, Inc

Sara Pullen Sharp Street, Inc.

Ron Rivlin Department of Health and Human Services

Michael Subin County Council

Carol Walsh Collaboration Council

Teresa Wright MCPS/ESOL Services

Youth Representation through youth service agencies serving on the subcommittees

III. Montgomery County Suppression Subcommittee Members

Co-Chair:

Judge Marielsa Bernard	Montgomery County Circuit Court
Mayda Colon Tsaknis	Maryland Hispanic Bar Association
Ronnie Biemans	Department of Health and Human Services
Audrey Creighton	Maryland Hispanic Bar Association
Paul DeWolfe	Office of the Public Defender
Lubna Ejaz	Ethnic Affairs Committee
Leon Geter	Commission on Juvenile Justice
Susan Lee	Maryland House of Delegates
Young Lee	Korean American Association of Maryland
Charles McCollough	NAACP
Grace Rivera Oven	Community Advocate
Kathy Porter	Mayor, City of Takoma Park
Tate Safford	Department of Corrections
Odessa Shannon	Office of Human Rights
Pat Shao	Asian American Advisory Committee
Paul Tierney	Criminal Justice Coordinating Commission
Tom Tran	Asian American LEAD
Maryann Viverette	Police Chief, City of Gaithersburg
Dee Walker	Assistant Police Chief, Montgomery County Police Dept.
Jeffery Wennar	Montgomery County State's Attorney Office
Henry Williams, Sr.	Southern Christian Leadership Conference (SCLC)
Valerie Williams	Department of Parole and Probation Services
Youth Representation through youth service agencies serving on the subcommittees	

IV. Montgomery County Department Support Members

County Department representatives participated in the Joint County Gang Prevention Task Force Steering Committee meetings and Montgomery County Gang Task Force meetings. Department Directors and their staffs provided policy, program and technical assistance to the Task Force Steering Committee and Subcommittees.

Community Use of Public Facilities

Ginny Gong

County Regional Services Centers

Cathy Matthews

Department of Corrections

Art Wallenstein

Department of Health and Human Services

Traci Anderson

Department of Liquor Control

George Griffin

Department of Recreation

Greg Bayor

Montgomery County Police Department

Assistant Police Chief Dee Walker

Office of Management and Budget

Beverly Swaim-Stahley

Office of Public Information

David Weaver

Appendix C

Page C1

- **Schedule of Joint County Gang Prevention Task Force Town Hall Meetings**

Joint County Gang Prevention Town Hall Meetings

To solicit input from county residents regarding neighborhood issues, concerns and recommendations, the Joint County Gang Task Force and the respective County Gang Task Forces conducted a series of community town hall meeting.

Below is a list of the town hall meetings conducted in this effort.

1. **Joint County Town Hall Meeting held May 26, 2004 from 6:30 pm to 9:30 pm**
 - Meeting location: Northwestern High School, Hyattsville, Maryland
2. **Montgomery County Task Force Town Hall Meeting. A combined municipal meeting hosted by the City of Gaithersburg and the City of Rockville held June 2, 2004 from 6:30 pm to 9:30 pm.**
 - Meeting location: Casey Community Center, Gaithersburg, Maryland
3. **Montgomery County Town Hall Meeting held June 22, 2004 from 6:30 pm to 9:30 pm**
 - Meeting location: Montgomery Blair High School, Silver Spring, Maryland
4. **Prince George's County Town Hall Meeting held July 15, 2004 from 6 pm to 9 pm**
 - Meeting Location: Camp Springs, Maryland
5. **Prince George's County Town Hall Meeting held July 28, 2004 from 6 pm to 8:30 pm**
 - Meeting location: District Heights, Maryland
6. **Prince George's County Town Hall Meeting held August 11, 2004 from 6 pm to 8:30 pm**
 - Meeting Location: New Carrollton, Maryland

Appendix D

Page D1 to D2

- **References used by members of the Joint County Gang Prevention Task Force and Steering Committees**

References

Joint County Gang Prevention Task Force

Assessing Gang Activity in Montgomery County, prepared by the Montgomery County Collaboration Council for Children, Youth & Families, September 2004.

Bureau of Justice Assistance, *Addressing Community Gang Problems: A Model for Problem Solving*, Reprinted 1999 U.S. Department of Justice, Washington, DC.

Christeson, William and Sanford Newman, *Caught in the Crossfire: Arresting Gang Violence by Investing in Kids*, a report by Fight Crime: Invest in Kids, Washington, DC 2004.

Community Action Board of Montgomery County, *The Montgomery County Report on Self-Sufficiency Standard*, Montgomery County, Md. April 2003.

Triplett, William, "Gang Crisis." C.Q. Researcher, May 14, 2004, pp. 423-439.

Edgley, Jr., Arlen and Aline K Major, *Highlights of the 2002 National Gang Survey, OJJDP Fact Sheet*, OJJDP. Washington, DC, April 2004.

Glad, Maria, "A High Price for Belonging," The Washington Post; September 18, 2003.

Howell, James C, *Youth Gang Programs and Strategies*, OJJDP, Washington, DC, August 2000.

Recommendations for Developing a Gang Prevention Initiative in Montgomery County, prepared by Identity, Inc. 2003.

Maryland-National Capital Park and Planning Commission, (M-NCPPC), *2003 Census Update Survey*, Montgomery County Planning Department, November 2003.

Montgomery County Public Schools, *Schools at a Glance, 2003-2004 Enrollment Data*, December 31, 2003

National Alliance of Gang Investigators Associations, Threat Assessment, 2000.

Office of Juvenile Justice and Delinquency Prevention (OJJDP), *OJJDP Comprehensive Gang Model: A Guide to Assessing Your Community's Youth Gang Problem*, Washington, DC, June 2002.

Spergel, Irving, et al. *Gang Suppression and Intervention: Problem and Response*, Chicago, October 1994.

Tucker, Neely, "Gangs Growing in Number, Bravado Across Area," The Washington Post; September 18, 2003

References (continued)

Charlotte-Mecklenburg Police Department. Law Enforcement Services to a Growing International Community. North Carolina. January 2004

Farrington, David, MacKenzie, Doris, Sherman, Lawrence W.
Evidence-Based Crime Prevention. July 2002

Hallcom, Dr. Francine. *An Urban Ethnography of Latino Street Gangs in Los Angeles and Ventura Counties*

IMDiversity.com. The Landscape of Asian America at Asian Nation. New Orleans, LA

National School Safety Center. *School Crisis: Under Control*.
Pepperdine University. Malibu, CA.

National Alliance of Gang Investigators Associations. *Threat Assessment*. February 2000

Prothrow-Smith, Deborah, Spivak, Howard R. *Murder is No Accident*. San Francisco, CA
2004

U.S. Department of Justice. National Crime Prevention Council. *Lessons learned from the Organized Crime Narcotics (OCN) Trafficking Enforcement program model*. Washington, D.C. December 1998

U.S. Department of Justice, National Institute of Justice. *Evaluating G.R.E.A.T.: A School-Based Gang Prevention Program*. Washington, DC. June 2004

U.S. Department of Justice. Office of Juvenile Justice and Delinquency Prevention
Combating Violence and Delinquency: The National Juvenile Justice Action Plan. March
1996

U.S. Department of Justice. Office of Juvenile Justice and Delinquency Prevention.
A Guide to Assessing Your Community's Youth Gang Problem. June 2002

U.S. Department of Justice. *Police Response to Gangs: A Multi-Site Study*.
Katz, Charles M. and Webb, Vincent J. Arizona State University. April 2004